



# Work Wellbeing 2022 Insights Report

**Indeed is committed to measuring and understanding work wellbeing to benefit individuals, businesses, and society.**

We want to help people find better work that enables greater wellbeing, and inspire companies to foster environments where people can thrive.



A photograph of two women in an office setting. One woman with curly hair is standing and pointing at a laptop screen, while the other woman with glasses is sitting and looking at the screen. They are both smiling. The image is overlaid with a dark blue semi-transparent layer.

# People are seeking work wellbeing

*Indeed Work Happiness Report*, based on a commissioned survey (n=5,026 US adults) conducted by Forrester Consulting, 2022.

## Key takeaways:

- **Workforce expectations continue to rise – accelerated by a global pandemic.** Fair pay and flexibility are no longer the only key metrics people are considering when searching for their next role.
- **Stress is leading to turnover.** Lack of satisfaction, happiness, and increased stress is leading to turnover.
- **Measuring and understanding employee wellbeing is becoming vital to attracting and retaining talent.** 90% of people believe that how we feel at work matters.
- **Recommendations.** Put people and their wellbeing at the core of your business decisions. By knowing what matters, and how you're doing, we can begin the journey to increasing work wellbeing together.

## Defining work wellbeing

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Positive affect

**Happiness**

"I feel happy at work, most of the time"

Eudaimonic happiness

**Purpose**

"My work has a clear sense of purpose"

Negative affect

**Stress**

"I feel stressed at work, most of the time"

Evaluative wellbeing

**Satisfaction**

"I feel completely satisfied with my work"

**"A composite of these 4 items for work would make for the perfect and holistic measure of employee wellbeing.** This would also reflect how policy-makers and statistical agencies across the OECD are measuring these varying dimensions of Wellbeing (see e.g. OECD, UK Office for National Statistics)."



Prof. Jan-Emmanuel de Neve  
Professor of Economics and Director,  
Wellbeing Research Centre, University of Oxford



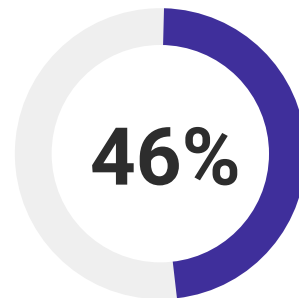
Chapter 1

# **Work wellbeing as an expectation**

# 01 Work wellbeing as an expectation

## Chapter key takeaways:

- Fair pay and flexibility continue to be table stakes.
- However, second to pay, stress, lack of satisfaction, and happiness are the leading reasons people are looking for new opportunities.
- People report that expectations around happiness at work continue to increase.

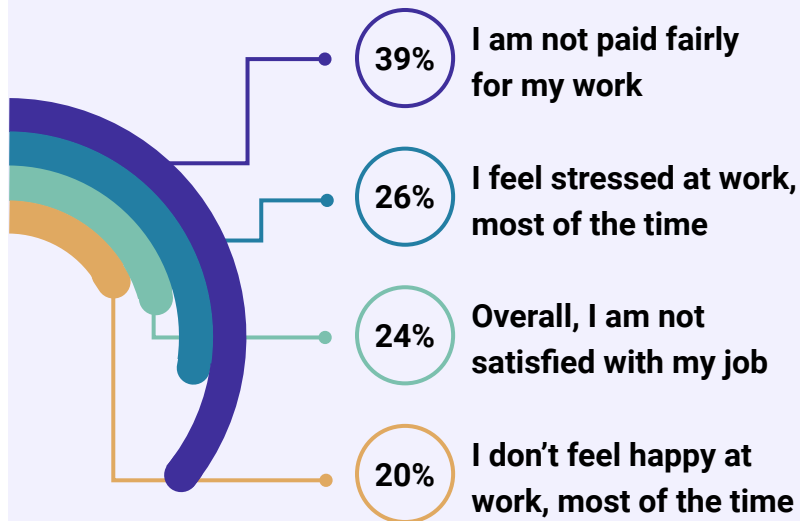


**46%** of people say their expectation around happiness at work has increased in just the last year.

## Work wellbeing as an expectation

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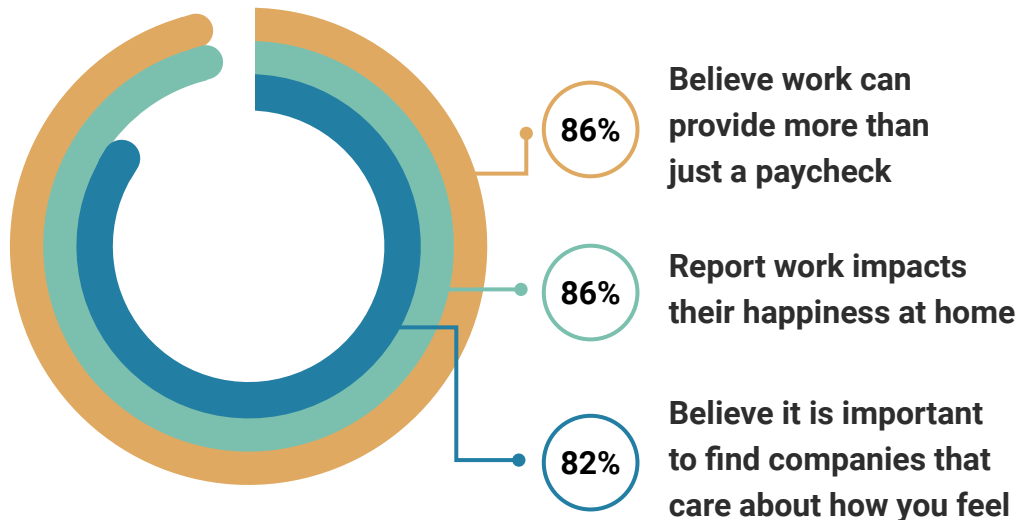
**After pay, stress, lack of satisfaction, and happiness are the leading reasons people look for new opportunities.**



## Work wellbeing as an expectation

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**How we feel at work impacts our entire life - and most of us believe companies should care about it.**





# Measuring and prioritizing wellbeing starts with understanding what drives it.

## Work wellbeing **outcomes**

The four key dimensions that indicate work wellbeing.

## Work wellbeing **drivers**

These drivers explain why people feel the way they feel.

They shape happiness, stress, satisfaction, and purpose.

### **Wellbeing Outcomes**

**Happiness,  
Purpose, Stress,  
Satisfaction**

### **Growth Needs**

Learning, Accomplishment,  
Energy

### **Social Needs**

Appreciation, Belonging, Inclusion &  
Respect, Support, Management

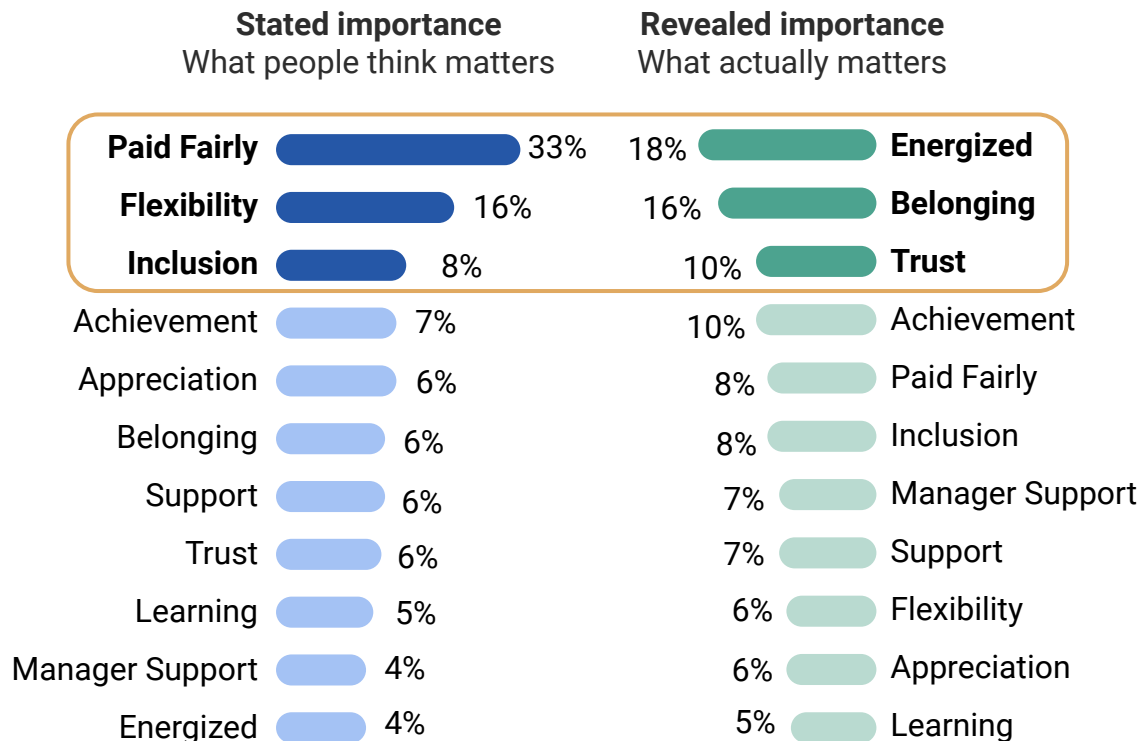
### **Foundational Needs**

Fair Pay, Flexibility,  
Trust

Expectations are here to stay

## What we think matters vs. what actually does

Pay and flexibility will always be table stakes. However, after deeper analysis, our research shows that **feeling energized, a sense of belonging, and trust** have a higher influence on happiness, stress, satisfaction, and purpose levels.



Stated importance analysis via a Max Diff analysis. Revealed importance analysis via a Shapley Regression.

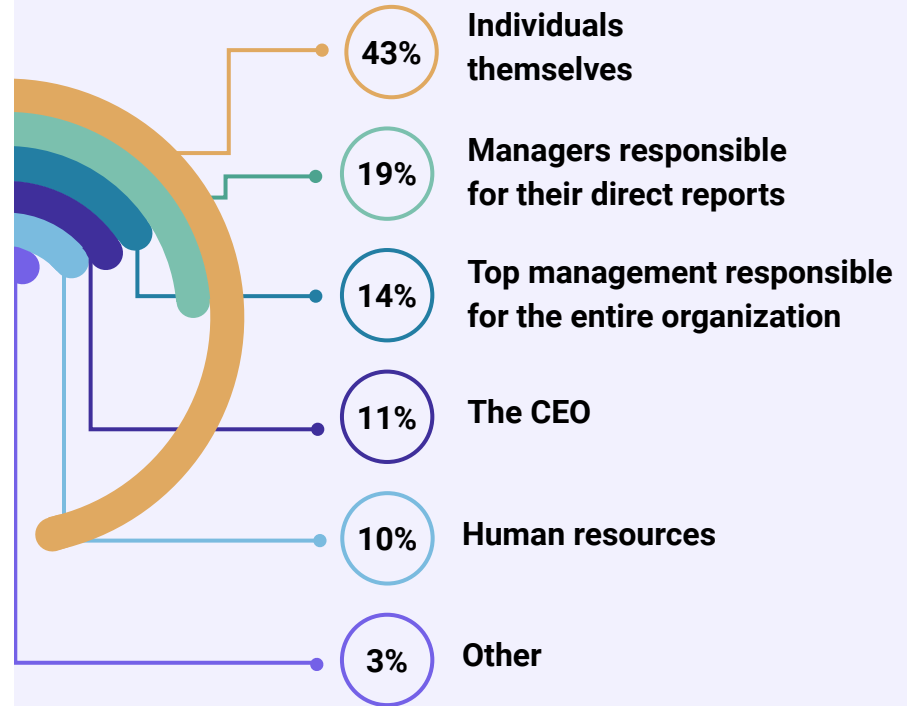
Indeed Work Happiness Report, based on a commissioned survey (n=5,026 US adults) conducted by Forrester Consulting, 2022

## Wellbeing responsibility

People feel that individual happiness at work is a **shared responsibility** between individuals and the organization, with **managers having a critical role.**

*Indeed Work Happiness Report, based on a commissioned survey (n=5,026 US adults) conducted by Forrester Consulting, 2022.*

Q - Who was responsible for an individual's happiness at work at your company? Allocate 100 points across the options below according to their impact on employees' happiness at work. In each row, enter a number between 0 and 100.



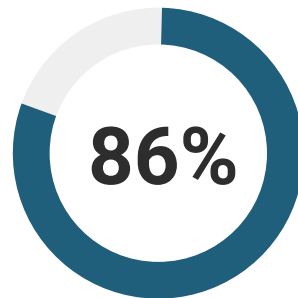
Chapter 2

# **The impact of stress**

## 02 The impact of stress

### Chapter key takeaways:

1. Employees are more likely to lose concentration, become less motivated, and make more mistakes when stressed at work.
2. While stress is a leading reason people search for new opportunities, not all stress is created equal.



**86% of people believe stress at work can significantly decrease quality of life.**

## The impact of stress

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59%

agree experiencing stress **debilitates performance and productivity.**

56%

agree experiencing stress **inhibits learning and growth.**

*Indeed Work Happiness Report*, based on a commissioned survey (n=5,026 US adults) conducted by Forrester Consulting, 2022.

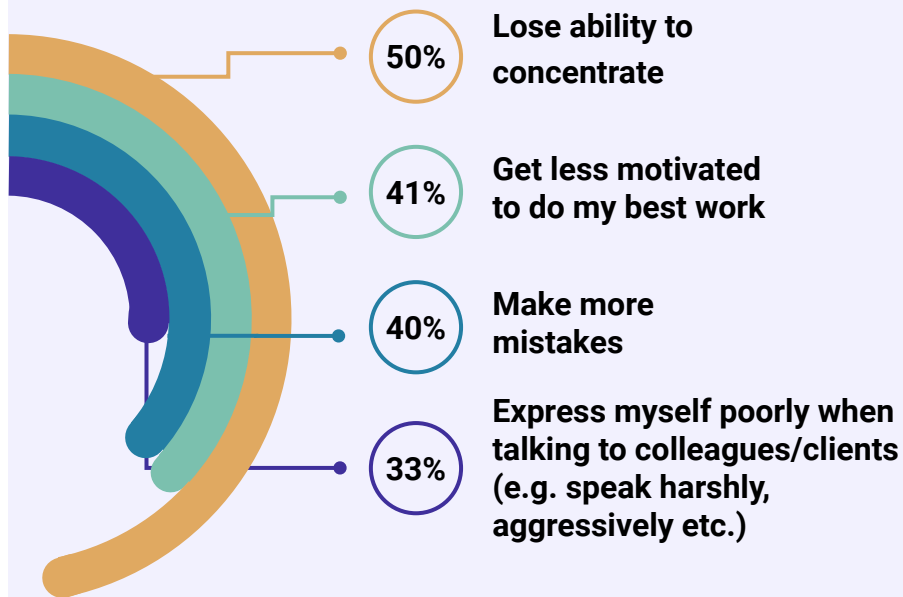




## The impact of stress

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**Employees are more likely to lose concentration, become less motivated, and make more mistakes when stressed at work.**



## The impact of stress

**What is causing stress?**  
Nearly half of people report that the nature of their work is stressful and includes tight deadlines.

*Indeed Work Happiness Report, based on a commissioned survey (n=5,026 US adults) conducted by Forrester Consulting, 2022.*

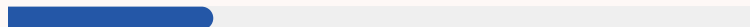
**52%** The nature of my work can be stressful (e.g., too monotonous / related to handling requests from customers, etc.)



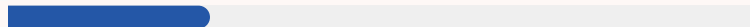
**43%** I often have to deal with tight deadlines



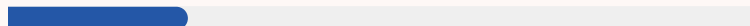
**31%** I'm not using my strengths at work most of the time



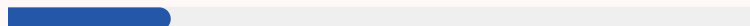
**31%** The weight of my responsibilities is overwhelming (e.g., too much depends on my decisions)



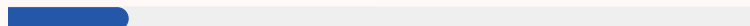
**30%** I'm not able to disconnect from work (i.e., always on call)



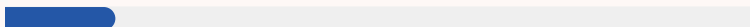
**29%** My employer / manager doesn't care about how I feel at work



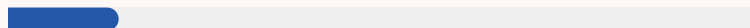
**25%** I'm constantly worried about my job security



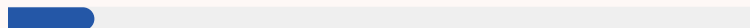
**21%** I often have conflicts / bad relationships with colleagues or manager at work



**21%** I have uncomfortable / risky / unsafe workplace conditions



**19%** My work is too challenging and feels unachievable



# Not all stress is created equal

Positive vs. negative stress mindset

## The impact of stress

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**People with positive stress mindset cope with stress factors better and feel happier at work.**



## The impact of stress

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### Positive stress mindset

Views stress as a challenge to be embraced, moving individuals to perform better.

#### Contributors:

- **Leadership setting goals to increase worker happiness** and reduce stress.<sup>1</sup>
- **Manager creating action plans** to increase happiness and reduce stress contribute the most to a positive stress mindset.<sup>1</sup>

Source: *Indeed Workplace Happiness Report*, based on a commissioned survey, conducted by Forrester Consulting, 2022.<sup>1</sup>

Crum, A. J., Salovey, P., & Achor, S. (2013). Rethinking stress: The role of mindsets in determining the stress response. *Journal of personality and social psychology*, 104(4), 716.

### Negative stress mindset

Views stress as harmful, toxic, or debilitating.

#### Contributors:

- **A manager not caring about how the employee feels at work.**<sup>1</sup>
- **Conflicts / bad relationships with colleague or a manager** contribute the most to a negative stress mindset.<sup>1</sup>

# When stressed, people with a positive stress mindset are:

Source: *Indeed Workplace Happiness Report*, based on a commissioned survey, conducted by Forrester Consulting, 2022.<sup>1</sup>

Crum, A. J., Salovey, P., & Achor, S. (2013). Rethinking stress: The role of mindsets in determining the stress response. *Journal of personality and social psychology*, 104(4), 716.

## 3x more likely to<sup>1</sup>

- get more focused on their daily tasks
- accomplish more in a short time
- get more motivated to do their best at work

## 2x less likely to<sup>1</sup>

- lose the ability to concentrate
- make more mistakes at work
- express themselves poorly  
(e.g., speak harshly, aggressively)

## 1.5x less likely to<sup>1</sup>

- consider new opportunities due to stress when they feel stress at work



## The impact of stress

# What happens when people are stressed at work?

*\*Note: all differences on the slide are statistically significant at the 95%CL.*

Base: Total respondents 2022: 5,026; Total base split for negative (n=3,426) and positive (n=1,600); Total base split for considering switching jobs for negative (n=2,457) and positive (1,211).<sup>2</sup>

Source: *Indeed Workplace Happiness Report*, based on a commissioned survey, conducted by Forrester Consulting, 2022.<sup>1</sup>

Crum, A. J., Salovey, P., & Achor, S. (2013). Rethinking stress: The role of mindsets in determining the stress response. *Journal of personality and social psychology*, 104(4), 716.

	Negative Stress Mindset	Positive Stress Mindset
Get more focused on my daily tasks <sup>1</sup>	11%	31%
Accomplish more in a short time <sup>1</sup>	11%	28%
Get more motivated to do my best at work <sup>1</sup>	10%	33%
	Negative Stress Mindset	Positive Stress Mindset
Lose ability to concentrate <sup>1</sup>	59%	32%
Make more mistakes <sup>1</sup>	48%	25%
Express myself poorly when talking to colleagues/clients <sup>1</sup>	39%	21%
Would consider new opportunities because they feel stressed at work, most of the time <sup>1,2</sup>	29%	19%

*Negative Stress Mindset – less than 50 on a 0-100 scale*

*Positive Stress Response – 50+ on a 0-100 scale*

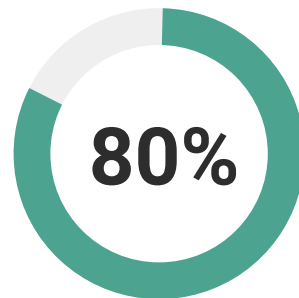
Chapter 3

# **Wellbeing is a business strategy**

## 03 Wellbeing is a business strategy

### Chapter key takeaways:

1. Most employees agree that their wellbeing is tied to the success of their business.
2. Fewer agree that their company is prioritizing wellbeing over profit.
3. Only half report their company is measuring it.



**80%** of people report it is important to see information around employee wellbeing when considering working at a company.

## Wellbeing is a business strategy

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### People who report having a **low level** of "wellbeing" at work:

**16%** Likely to stay at current employer for next 12 months

**14%** My company believes employee wellbeing and happiness = business success

**7%** Report the company is measuring wellbeing

### People who report having a **higher level** of "wellbeing" at work:

**87%** Likely to stay at current employer for next 12 months

**80%** My company believes employee wellbeing and happiness = business success

**66%** Report the company is measuring wellbeing

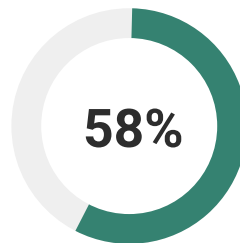
Base: High level of wellbeing respondents (n=1,479) and low level of wellbeing respondents (n=123). *Indeed Work Happiness Report*, based on a commissioned survey (n=5,026 US adults) conducted by Forrester Consulting, 2022.

## Wellbeing is a business strategy

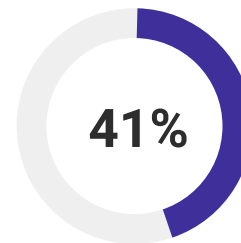
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Employees agree that their company *believes* their wellbeing is tied to the success of their business.

Yet, many companies are not actively prioritizing wellbeing.



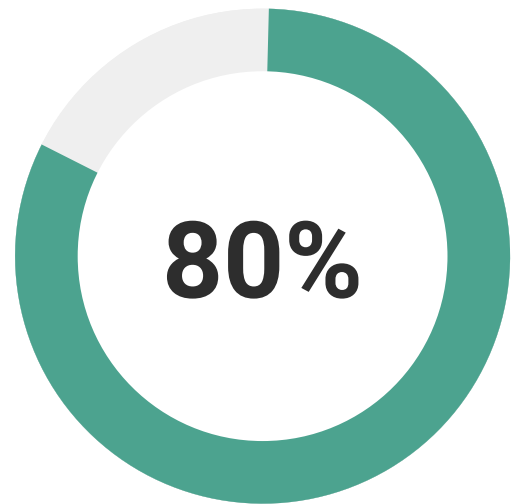
My company believes  
employee wellbeing =  
business success



My company prioritizes  
employee wellbeing  
over profit

*Indeed Work Happiness Report*, based on a commissioned survey (n=5,026 US adults) conducted by Forrester Consulting, 2022.

**Among those  
that indicate their  
company *measures*  
happiness and  
wellbeing...**



**Are more likely to stay at their  
current employer for the next year**

Base: Total employed respondents that indicate their company measures happiness and wellbeing (n=2,409).  
*Indeed Work Happiness Report*, based on a commissioned survey (n=5,026 US adults) conducted by Forrester Consulting, 2022.

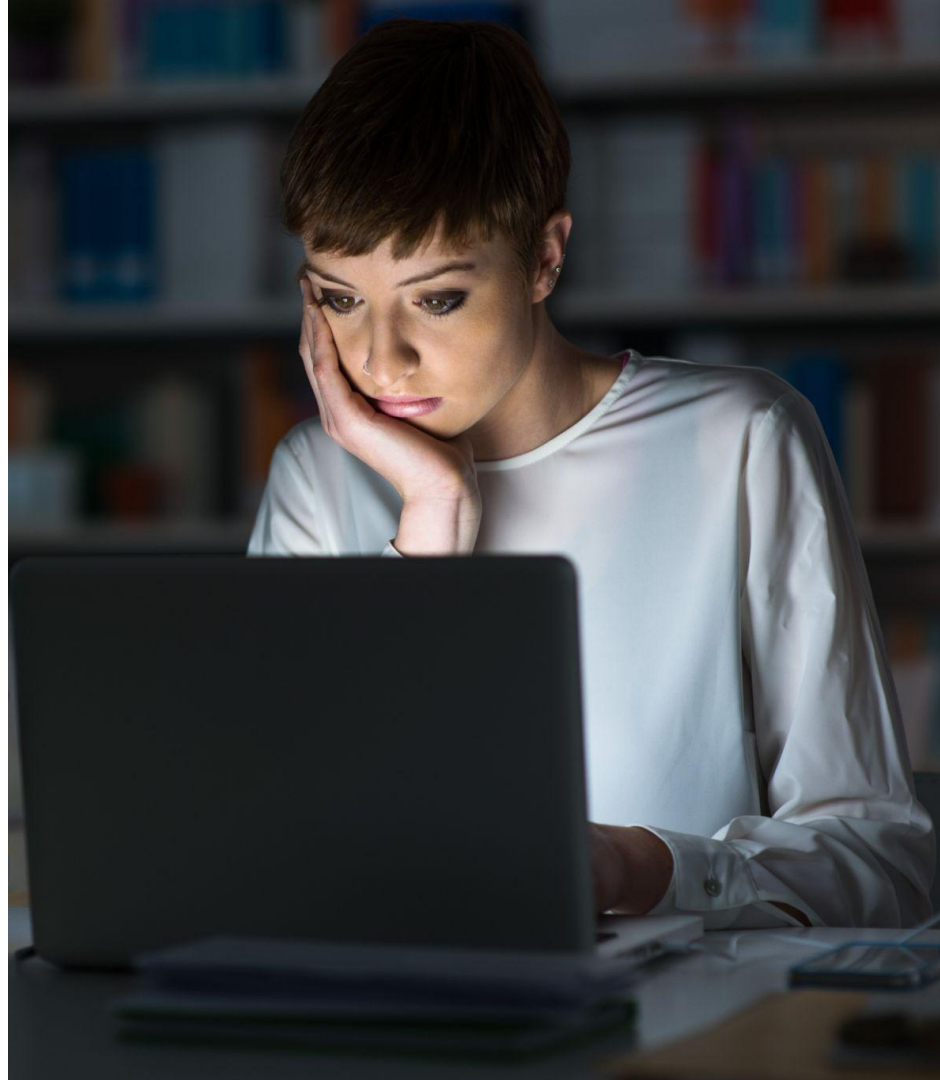


Wellbeing is a business strategy

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**Yet only 49% of  
people report their  
company is measuring  
happiness and wellbeing.**

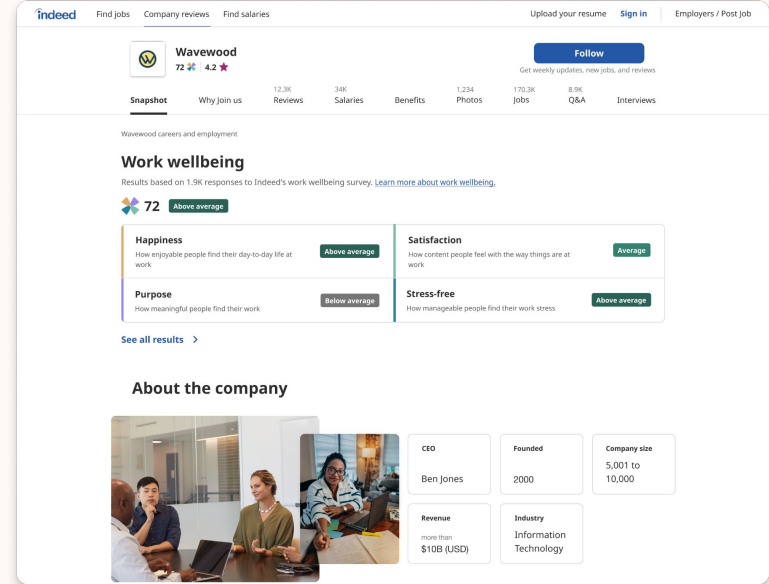
*Indeed Work Happiness Report, based on a commissioned survey  
(n=5,026 US adults) conducted by Forrester Consulting, 2022.*



# Measuring Work Wellbeing

Fueled by the world's largest study of work wellbeing, Indeed's Work Wellbeing Score collects and displays wellbeing data on employer profiles across Indeed.

- **4 key wellbeing outcomes:**  
happiness, purpose, satisfaction, and stress
- **11 wellbeing drivers:**  
achievement, appreciation, belonging, energy, fair pay, flexibility, inclusion, learning, manager support, support, and trust



Developed with the guidance of leading happiness and wellbeing experts



Dr. Sonja Lyubomirsky  
Distinguished Professor of Psychology



Professor Jan-Emmanuel  
de Neve, Director of Oxford's Wellbeing Research Centre

Source: \*2022 Indeed.com data, based on number of survey responses globally.

Chapter 4

# Recommendations

# 04 Recommendations

## Chapter key takeaways:

1. Indeed's work wellbeing data set provides critical wellbeing metrics so employers can understand, prioritize, and take actionable steps to foster environments where their workforce can thrive and future talent are inspired to apply.
2. Prioritize work wellbeing by measuring it and creating a strategy to improve it.



## Recommendations

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# Measure wellbeing at your company

People *think* pay and flexibility are most important and employers do need to meet those expectations.

More importantly, employers need to go a step further, because to really keep people thriving at work they need to ensure workers are energized by their work, feel a sense of belonging, and have trust in their leadership and coworkers.

**Measurement is key.** Utilize the Indeed Work Wellbeing Score to understand how your workforce feels. Check in with employees regularly to get feedback internally and better understand your workforce.



## Recommendations

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# Cultivate a culture of wellbeing by *focusing on what drives it*

By better understanding what your employees value and need to thrive, you can identify areas of opportunity and celebrate efforts that are going well.

Consider what your organization offers employees. What programs, policies or offerings do you provide that support these drivers? If you have initiatives in place, how are they impacting wellbeing outcomes? Are solutions working? Measure the impact of efforts against happiness, stress, satisfaction, and purpose levels.

### Wellbeing Outcomes

Happiness,  
Purpose, Stress,  
Satisfaction

### Growth Needs

Learning, Accomplishment,  
Energy

### Social Needs

Appreciation, Belonging, Inclusion &  
Respect, Support, Management

### Foundational Needs

Fair Pay, Flexibility,  
Trust

## Recommendations

### Leverage managers to prioritize worker wellbeing and foster positive stress mindset

Managers have the most frequent and impactful interaction with your workforce. Invest in truly developing leaders to provide them the time and space to create dynamics where their team can thrive.

Not all people are great people managers. Ensure you have a pathway for great individual contributors to advance in your organization, without needing to step into people manager roles.

*Indeed Work Happiness Report*, based on a commissioned survey (n=5,026 US adults) conducted by Forrester Consulting, 2022.

## There is room for manager action



## Recommendations

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# Pay closer attention to stress

*Managing employee stress is important as it leads to higher productivity and retention.*

Since not all stress is created equal, understanding what triggers stress within your organization (and why) is key.

By identifying and reducing common trends of negative stress mindset while promoting positive stress mindsets (or resilience) can help improve wellbeing.

For employees with high workloads, especially where they also have tight deadlines, **burnout will dramatically increase over time resulting in a higher likelihood to leave their current job.** More money will help more for lower paying roles than higher paying ones, but only to a point.

If reducing workload significantly isn't possible in the short term, **then giving people more autonomy over their work will help.** This includes providing control over their schedule, helping them keep boundaries between work and personal time, and helping them feel recognized and uniquely valued for their work.

*Indeed Work Happiness Report, based on a commissioned survey (n=5,026 US adults) conducted by Forrester Consulting, 2022*





**We're here to help with your work  
wellbeing journey. Learn more  
about the Work Wellbeing Score.**

## Methodology appendix

Indeed is the #1 job site in the world<sup>1</sup> with over 300 million unique visitors every month<sup>2</sup>.

**We worked with Dr. Sonja Lyubomirsky and Professor Jan-Emmanuel de Neve** to define a new way for employees to review companies that accounts for the key drivers of wellbeing. Since we started collecting data for the Work Wellbeing Score, over 15 million survey responses and counting, have been submitted enabling us to provide a Work Wellbeing Score for thousands of companies. We make these scores freely accessible to users of Indeed.

This data is useful for jobseekers as they evaluate which companies to work for, and it is also useful for companies, giving clarity on how they compare to other companies across a variety of wellbeing dimensions, and a deeper understanding of their workforce.

**For this report, we commissioned Forrester Consulting who surveyed 5,026 active US workers** (adults ages 18+ who reported either working full-time or part-time or actively searching for a job, assuming they haven't been unemployed for more than 2 years). In aggregate, this data reveals insights around a variety of topics related to wellbeing at work, including general perspectives on wellbeing, happiness, drivers of happiness, impact of happiness and wellbeing at work on business results, and different aspects of stress at work.

<sup>1</sup>Source: Comscore, Total Visits, September 2022

<sup>2</sup>Source: Indeed Internal Data, average monthly unique visitors April – September 2022

# Stress mindset measure methodology

This measure was developed by Crum, Salovey and Achor (2013) to address the extent to which an individual adopts a mindset that the effects of stress are enhancing or debilitating. Higher scores on the SMM represent the mindset that stress is enhancing – positive (e.g., “Experiencing stress improves health and vitality”) vs. negative (e.g., “The effects of stress are negative and should be avoided”).

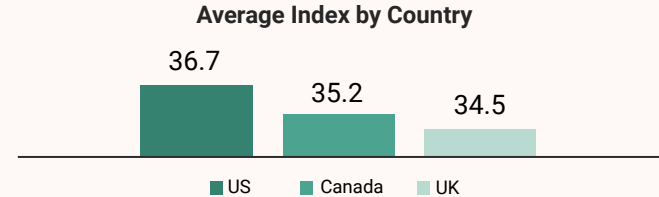
Participants rated items on a five-point scale ranging from 0=strongly disagree to 4=strongly agree. SMM scores are obtained by reverse scoring the four negative items (indicated by an \*) and then taking the mean of all 8 items.

## Stress mindset questions

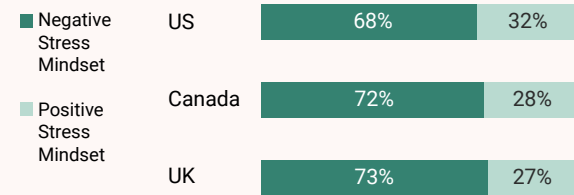
Rate the extent to which you agree or disagree with the following questions:

1. The effects of stress are negative and should be avoided.\*
2. Experiencing stress facilitates my learning and growth.
3. Experiencing stress depletes my health and vitality.\*
4. Experiencing stress enhances my performance and productivity.
5. Experiencing stress inhibits my learning and growth.\*
6. Experiencing stress improves my health and vitality.
7. Experiencing stress debilitates my performance and productivity.\*
8. The effects of stress are positive and should be utilized.

Forrester further transformed the mean into an index on 0-100 scale:



Respondents were then grouped into “Negative Stress Mindset” (index score = less than 50) and “Positive Stress Mindset” (index score = 50+) groups:



Source: *Indeed Workplace Happiness Report*, based on a commissioned survey, conducted by Forrester Consulting, 2022.

Crum, A. J., Salovey, P., & Achor, S. (2013). Rethinking stress: The role of mindsets in determining the stress response. *Journal of personality and social psychology*, 104(4), 716